



# **Dobson Associates**

Human Performance Consultants

## Industrial Core Leadership: The Next TQM

Traditionally quality has been defined as anything that is expensive, however during the 1980's the manufacturing industry in America redefined the word quality to mean, "meeting the customer's needs.

Customers were either internal or external, thus Total Quality Management was established. Now when companies come together from around the world they now talk about the same thing.

This new concept of quality was strongly supported, and strongly invested in by managers, CEO's, and even U.S. Presidents

Compare that to the existing current state of leadership in the workplace. Trying to get two people to agree on a definition of leadership seems to be an impossible task. Many consultants have tried and failed to turn leadership into a cookbook-style skill that anyone can follow.

It now seems that everything good comes from leadership, and everything bad comes from a lack of leadership. Like quality, leadership is usable, and teachable.

Power: Leadership is accomplishment, but it is not just about completing the work. We can call that management. Ideally, leadership is getting a group of people to work together to complete the right work.

Formal Authority (titles) will help get a group moving in the right direction. It gives legitimacy to the role of leader and adds perceived power.

Informal Authority (friendships) will get a group moving by virtue of trust bestowed upon the person who is leading. This too is legitimate power based upon personal appeal.

Political Influence will get a group moving due to having a reputation of coming up with good ideas, being on a winning team, etc. Power is nothing unless you can turn it into influence.

Leaders have to focus their groups on the right work. This isn't always easy, because no one may be able to identify what right work is until leaders guide their group to uncover other hidden ideas through brainstorming.

Generating ideas requires sensitivity to people and the work environment. Some people are more creative when they are relaxed and others when they are very tense. Part of a

leader's judgement is to determine which idea generation strategy to employ and for which group. Also when should they be satisfied when there are enough ideas generated.

**KEY POINT:** People are hard to motivate when they are too relaxed; when they are too tense they will focus more on themselves than on the task at hand.

The capacity of any leader to lead depends on focusing the group's attentions on their top three priorities. Then, the leader can use what they have built to get the work done. In some cases it may be necessary to discard some really great ideas.

Power Balance is a critical piece of leadership. This is where a leader's bad habits and lack of effective people skills can impact the group in a negative way.

Some people love power and will do anything to gain it for themselves. Sometimes this becomes a neurotic need to exercise power over other group members.

Power hoarding is ineffective because it prohibits free thinking idea generation among group members. Many lower level people have great ideas but little or no influence/power/authority, so they won't voice their ideas, to the group for fear of being criticized, or belittled in front of their friends.

The strength of power balance with leaders comes from being a good listener and getting and keeping everyone contributing to the group's goals.

When people participate in creating a change they will understand it better and will take personal ownership and make sure it gets implemented.

Leadership Practice will lead to improved leadership intuition, which is a required skill / tool in building effective strategies. Most importantly leadership isn't just for leaders, it is for everyone. It is essential for everyone to hone / develop their leadership skills so they can rise above the masses and influence the bigger picture operation of their organizations.

Leadership requires timing, intuition, and personalization to be effective. It is all about the who, the what, the when, and the how. It is all about relationships with people, not about rules. It is all about people skills not about quality.

Leadership; The Next TQM... MAYBE!!!!

Leadership is a set of dynamic people skills, an art that needs to be constantly practiced.

TQM is a process skill or a science designed to help manage things.

Our focus for the future must be to role model leadership not try to mandate leadership inside our organizations.

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